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8 October 1952  
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MEMORANDUM FOR: Colonel White

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1. [REDACTED] takes general exception to our cable distribution requirements requests on the grounds that first, it is not the administrative offices responsibility to take action in an executive sense, and, second, providing the administrative offices with cables on administrative matters in the volume contemplated might well be a ". . . major harassing problem through pressures of the administrative offices on the divisions concerned."

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2. Although there may be some individual items of subject matter interest which could be eliminated from our requirements pattern, I do take exception to [REDACTED] position, for the reason that it is not contemplated that our administrative offices will take independent, direct action without coordination with the foreign division concerned and, therefore, would not do violence to the "executive agent" concept. Also, the original intent of our distribution of administrative cables to the administrative offices was to ensure their readiness to respond to the determinations or requests for assistance by the foreign divisions. Another reason, which we have not brought out into the open, is that it has been our experience in times past that administrative problems got buried in junior case officers' in-boxes, and we hoped by giving notice to our own administrative offices we would ensure that action was taken and thereby prevent the field, in its ignorance of the error in headquarters, from placing the blame on central administration for failure adequately to support the field.

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3. There are no grounds for assuming that mere distribution of administrative cables to our offices would create harassment. However, failure on the part of the foreign divisions to take action after a reasonable period of time certainly would justify some harassing to ensure that action would be taken. It is not, nor has there been, an intent on our part to interfere with the responsibilities of either [REDACTED] Office or the administrative units of the various foreign divisions.

4. I submit further that providing immediate notice to the administrative offices of administrative problems in the field will serve two good purposes in addition to those touched on above. First, an appreciation on the part of our people of the magnitude of the administrative work in the field, and, second, material usefulness for planning purposes intended to eliminate or reduce the administrative burden on both the field and the operating offices at headquarters.

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5. [REDACTED] argument that we do not do it with dispatches, therefore, we should not do it with cables, I believe, is not too valid. The very fact "cable" is used normally would indicate some urgency and the desirability for cutting to the minimum the time between receipt in headquarters and action. Administrative problems which come by dispatch we can generally assume to be of less urgent nature. We might note that it is general policy in the Agency to keep cable traffic on administrative matters to a minimum. If this policy is followed, we certainly are justified in assuming that an administrative cable requires early action.